



MSFC Succession Management Plan



Administrative Officers Briefing

Presented by:
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*Organization and Leadership
Development Office*

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Purpose / Objectives

Marshall's Succession Management (SM) plan and strategy...

- Is derived from and aligned to the NASA Strategic Plan, Strategic Workforce Goals, and MSFC performance objectives and goals
- Develops and strengthens a Center-level pipeline of leadership competencies
- **Is NOT** merely a replacement plan for Center leadership positions
- Is based on having the *“right people”* with the *“right skills”*, in the *“right place”*, at the *“right time”* performing their assignments efficiently and effectively
- Will allow managers to become more *proactive* in developing the leadership competencies of Center employees
- Will allow the Center to address NASA and Shuttle Transition leadership competency needs



Replacement Planning vs. Succession Planning?

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Replacement Planning...

- Assumes the organization chart will remain unchanged over time
- Usually identifies “backups” for top-level positions --- and stops there
- Usually indicates how ready each person is to assume the role of the current job incumbent.

Succession Planning, in contrast...

- The organization understands that **succession management is a dynamic undertaking** and that evaluation of the plan should be conducted on an on-going basis to ensure its efficacy.
- Focuses on **developing people** rather than merely naming them as replacements
- The **primary goal is to build a deep bench strength** (of leadership competencies) throughout the organization so that, whenever a vacancy occurs, the organization has many qualified candidates internally that may be considered for advancement.

– Excerpt from the article “Ten Key Steps to Effective Succession Planning” by William J. Rothwell, Ph.D. SPHR



Strategic Linkages

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2008 Agency, MSFC and OHC Goals, Objectives, and Metrics



Agency Goals and Objectives (MSFC has 6 of 6)

Flying the Shuttle as safely as possible until its retirement, not later than 2010.

Bringing a new Crew Exploration Vehicle into service as soon as possible after Shuttle retirement.

Developing a balanced overall program of science, exploration, and aeronautics at NASA, consistent with the redirection of the human spaceflight program to focus on exploration.

Establishing a lunar return program having the maximum possible utility for later missions to Mars and other destinations.

Completing the International Space Station in a manner consistent with our International partner commitments and the needs of human exploration.

Encouraging the pursuit of appropriate partnerships with the emerging commercial space sector.

MSFC Objectives

Center Director's Performance Objectives: Lead MSFC by providing executive guidance and institutional support to its programs, projects, and research activities in support of the U.S. Space Exploration Policy and NASA's identified strategic goals. Provide institutional engineering, independent technical assessment, and safety and mission assurance to programs and projects. Develop, implement, and sustain ground facilities and infrastructure and maintain and enhance Center human capital including core competencies, **succession planning**, and institutional engineering capabilities required to support program, project, and mission needs. Provide a healthy and safe work environment.

Associate Director's Performance Objectives: Provide executive leadership for institutional support to MSFC programs, projects, and activities that support of the vision for the U.S. Space Exploration Policy and NASA's identified strategic goals. Develop, implement, and sustain infrastructure including institutional engineering capabilities, and maintain and enhance Center human capital, including core competencies, **succession planning**, and other Agency workforce goals required to support program, project, and mission needs. Provide a healthy and safe work environment.

OHC Director's Performance Objective

Provide executive leadership in the areas of Organizational and Leadership Development, Workforce Planning, Academic Affairs, Training and Incentives, and Employees Services aligned to the U.S. Space Exploration Policy, NASA's strategic goals, and in support of MSFC assigned programs, projects, activities, and tasks.

OHC Goals

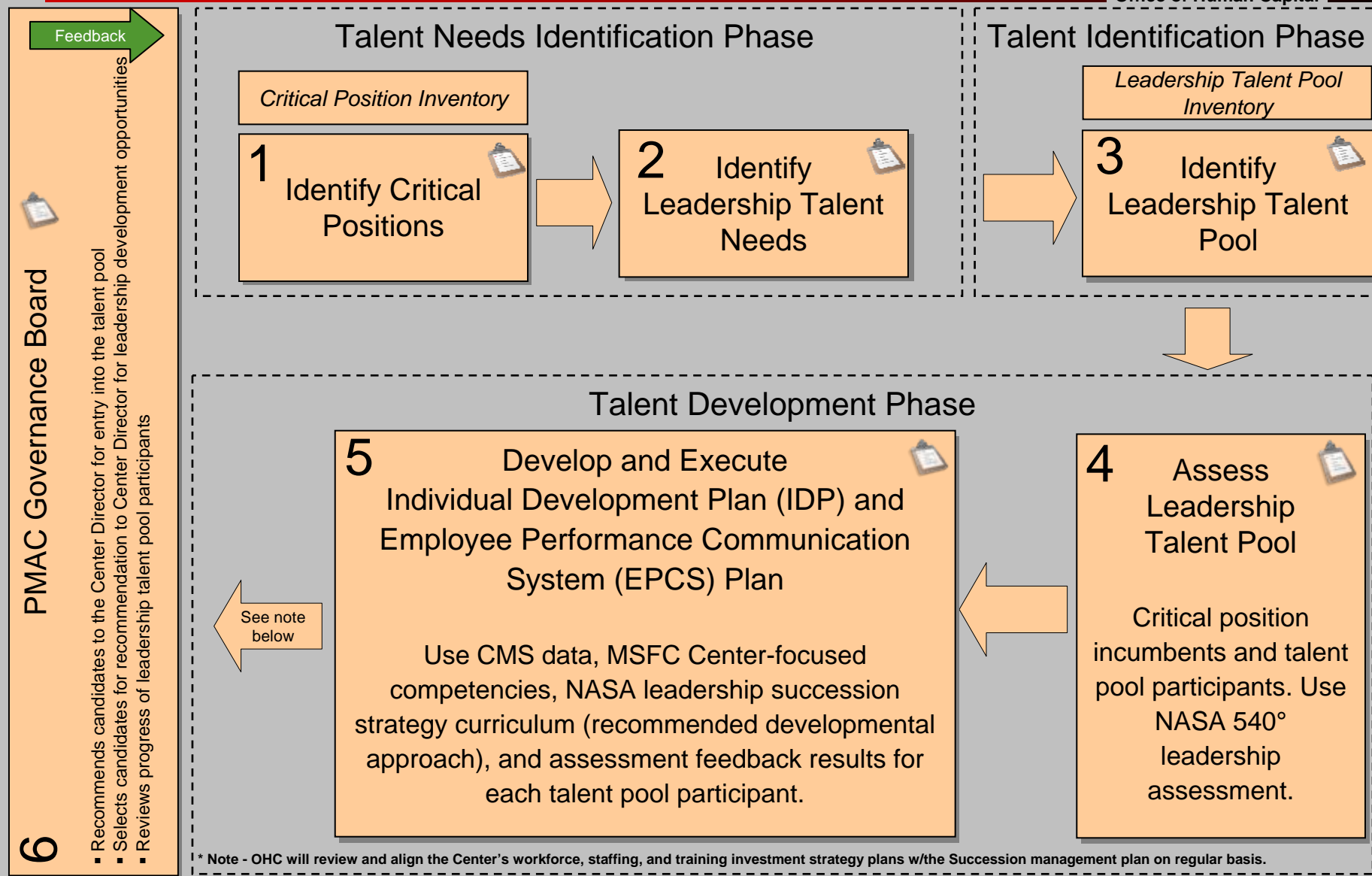
Goal 1
Provide methods and expertise to build and develop the Center's leadership and workforce

Objective 1.1
Implement succession planning;
supervisor/leadership and career development



Succession Management Framework and Model

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What's Next...Plan Development

Presentation of succession management concept, framework, and model

- ☑ OHC Director's Briefing (April 8)
 - *Plan approval, feedback, and advocacy/support*
- ☑ Center Senior Management Briefings (April 30 – May 9)
 - *Plan approval, feedback, and advocacy/support*
 - *Center Director approval of SES Critical Position Inventory and Center-Focused Leadership Competencies*
- ☑ Executive Forum Briefing (June 12)
 - *Plan concurrence, advocacy, and support*
- ☑ Deputy Directors Briefing (June 19)
 - *Plan concurrence, advocacy, and support*
- ☑ Functional Support Briefings (June 26)
 - *Plan advocacy and functional support*
 - *Audience: HR Specialists, Training Consultants, Organizational Dev (OD) Consultants*
- ☐ Administrative Officers Briefings (TBD)
 - *Plan advocacy and functional support*
- ☐ AFGE and MESA Bargaining Units Briefing (TBD)
 - *Plan advocacy and support*



What's Next?...Plan Implementation

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- ☒ Identify Critical Positions – Senior-Leader Level (May 2008)
- ☒ Identify Leadership Talent Needs (May 2008)
- ☐ Identify Leadership Talent Pool Participants (May – June 2008)
- ☐ Talent Pool Participant Assessment (July – August 2008)
- ☐ Develop and Execute IDPs and EPCS (September 2008)

Implementation Timeline

NASA Leadership Roles			Critical Position Inventory			Talent Pool Inventory			
Implementation Phase	Role Level	Role Definition	Position Level	Identified by:	Approval by:	Talent Pool Level	Identified by:	Recommended by:	Approval by:
Phase 1 (May – Sep 08)	Senior Leader	Responsible for envisioning, designing, and spearheading the implementation of all major priorities.	SES	Center Director	Center Director	SES and GS15	Center Director	Center Director	Center Director
Phase 2 (Oct 08 – Apr 09)	Manager	Individuals in the manager role typically have accountability for managing other managers.	SES and GS15	Direct Report	Center Director	SES, GS15, and GS14	Direct Report	PMAC	Center Director
Phase 3 (May – Sep 09)	First Line Supervisor	The first line supervisor has supervisory and performance appraisal authority for non-supervisory employees.	GS15 and GS14	Direct Report	Center Director	GS15, 14, and 13	Direct Report	PMAC	Center Director
Phase 4 (Oct 09 – Sep 2010)	Influence Leader	This role is normally not "formally titled" with supervisory or management responsibilities. Many of these individuals lead significant programs or projects contributing to the Agency's objectives.	GS15, 14, 13, and 12	Direct Report	Center Director	GS14, 13, and 12	Direct Report	PMAC	Center Director
	Individual Contributor	Serving in this role with aspirations of formal leadership; may lead critical aspects of the technical work of the Agency.	GS14, 13, 12 and below	Direct Report	Center Director	GS14, 13, 12 and below	Direct Report	PMAC	Center Director



Questions ?

OHC Succession Management Plan Development Team



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Background

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Developmental Components

- ❑ **Experience** – Required core experiences and optional broadening opportunities including activities, tasks, job rotations and mobility.
- ❑ **Training and Education** – Required core and optional courses relevant to both achieving mastery in a role as well as in preparing for a next step.
- ❑ **Assessments** – Analysis of feedback from subordinates supervisors, customers, peers, and stakeholders about leadership acumen, as well as assessments of leadership style and impact.
- ❑ **Coaching and Mentoring** – Gaining insight on improving effectiveness via a trained coach, and both being mentored and mentoring others in an employee's professional area. Core and optional courses relevant to both achieving mastery in the role as well as preparing for the next step.
- ❑ **Individual Development Plans**